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Gender in UNDP

Report of the Administrator on the implementation of the UNDP gender equality strategy in 2013

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I. Introduction

1. This report summarizes the annual achievements of UNDP during 2013, the final year of the gender equality strategy, 2008-2013. With the Millennium Development Goals approaching their 2015 deadline, 2013 was a pivotal year for defining what the post-2015 sustainable development agenda will look like. The gender dimension of inequalities was a key focus both in the participatory consultations on the new agenda and in the substantive recommendations emerging from the main technical processes. The high-level panel proposed a stand-alone goal on gender equality, and the outcome document of the special event on the Millennium Development Goals and the post-2015 agenda[1] underscored gender equality and women's empowerment as critical to advancing progress across all the Goals. In a related development, efforts to ensure a balanced gender perspective in all future sustainable development measures were reinforced in 2013 by the United Nations Framework Convention on Climate Change (UNFCCC) on the decision made at the eighteenth session of the United Nations Climate Change Conference to promote gender balance and improve the participation of women in negotiations and in bodies established to implement the Kyoto Protocol.

2. Gender-based violence was in the spotlight at important policy-making forums in 2013, including the 57th Commission on the Status of Women in March and the adoption, in April, of the Arms Trade Treaty[2], which recognized that arms were being used as a means to perpetrate violence against women and girls. The adoption of United Nations Security Council resolutions 2106[3] and 2122 reinforced previous resolutions on women, peace and security, strengthening efforts to end impunity for sexual violence in conflict.

3. Globally, there has been limited progress in increasing women's leadership, participation and voice. With women comprising only 21.4 per cent of the legislatures globally[4], progress remains slow in meeting the 30 per cent target set in the Beijing Platform for Action. Women also continue to be underrepresented as leaders and decision-makers in public administrations and the judiciary, as well as in the corporate sector.

4. Economic inequality also continues to inhibit global development progress[5]. Despite the global trend towards urbanization, extreme poverty remains a largely rural phenomenon and is concentrated predominantly in Africa and Asia[6], with women still constituting the majority of the poor. Women's participation in the formal economy is increasing globally, yet the formal economy is still skewed towards men, and women's economic contributions are undervalued, partly because insufficient attention is given to their unpaid work.

5. In 2013, the UNDP Executive Board approved the new strategic plan, 2014-2017, which focuses on gender equality and women's empowerment as one of seven development outcomes and integrates gender equality and women's empowerment into all other outcome areas. This builds on the quadrennial comprehensive policy review, 2013, which made strong recommendations on accountability, coordination and capacity for gender mainstreaming throughout United Nations development programming. The present annual report reflects on some of the key contributions UNDP has made throughout 2013 at global, regional and national levels, to strengthen gender equality and women's empowerment, as guided by the first gender equality strategy, 2008-2013, of the

[1] http://www.un.org/millenniumgoals/pdf/Outcome%20documentMDG.pdf
[2] http://treaties.un.org/doc/Treaties/2013/04/20130410%2012-01%20PM/Ch_XXVI_08.pdf#page=21
[3] http://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/2106(2013)
[4] As of Sept. 1st 2013 source: http://www.ipu.org/english/home.htm
[5] Stiglitz, J (2013) cited in A/68/271 Report of the Secretary General, *Women in Development*
[6] *The Situation of Rural Women*, General Assembly Report of the Secretary General A/68/179 http://www.un.org/ga/search/view_doc.asp?symbol=A/68/179&Lang=E

organization. It reviews results by the thematic areas under which UNDP work was organized at that time.

II. Development results

6. In 2013, UNDP advanced the gender equality and women's objectives outlined in the first gender equality strategy in each of its thematic areas: poverty reduction and achieving the Millennium Development Goals; democratic governance; crisis prevention and recovery; and environment and sustainable development.

Poverty reduction and achieving the Millennium Development Goals

7. While there has been substantial progress towards achieving the Millennium Development Goals globally (not least in reducing the numbers of people living in extreme poverty, achieving gender parity in primary school enrolment and increasing access to anti-retroviral treatment), results are more uneven when disaggregated by sex and reviewed at national and subnational levels. For example, women still make up the majority of those living in extreme poverty, and HIV infection rates among young women are still twice as high as they are among young men.

8. With two years remaining to the 2015 target date for the Millennium Development Goals, UNDP continued in 2013 to focus efforts on accelerating progress towards meeting the Goals throughout its programming areas. Evidence shows that all the 'off-track' Goals have a strong gender-related component, and their lack of progress is correlated to both ongoing gender-based discrimination and women's limited empowerment. Based on that recognition, gender equality continues to be a central focus of the MDG Acceleration Framework. In addition, as detailed in box 1, below, UNDP has been active in ensuring that gender equality is a key feature of discussions on the post-2015 development agenda.

Box 1. Gender equality and the post-2015 agenda

UNDP has been working with partners across the United Nations system and beyond to ensure that gender equality and women's empowerment are addressed in the post-2015 agenda. Throughout 2013, UNDP provided technical expertise and conducted outreach and advocacy to ensure the engagement of women and the inclusion of gender equality issues in the United Nations Development Group consultations on the post-2015 sustainable development agenda. With partners, UNDP developed tools and guidance to ensure women's meaningful participation in national and regional consultations and to ensure that these consultations considered gender equality in their substantive deliberations. UNDP supported the face-to-face interviews for the global MY World survey to ensure that they were gender responsive. E-discussions, webinars and regional consultations were conducted to highlight the gender dimensions of the post-2015 agenda.

With UN-Women and UNFPA, UNDP co-authored the issues brief on gender equality and women's empowerment for the open working group, and brought gender considerations to the drafting of issues briefs for other open working group deliberations to ensure that all thematic areas considered by the working group included gender equality considerations.

9. The MDG Acceleration Framework is now operational in more than 50 countries[7]. While only one country, Cambodia, has elected to focus on Goal 3: Promote gender equality and women's empowerment, more than a third (37 per cent) of MDG Acceleration Framework action plans are focusing on one of the most 'off-track' goals: Goal 5: Reduce maternal mortality. Other action plans also have a strong focus on women's empowerment.

[7] UNDP (2013). *Accelerating Progress, Sustaining Results: The MDGs to 2015 and Beyond* http://www.undp.org/content/dam/undp/library/MDG/MDG%20Acceleration%20Framework/Accelerating%20Progress%20-%20October%2002.pdf

In Africa, for example, all of the 11 action plans released in 2013 that focused on food security emphasized the empowerment of women, particularly small-scale farmers, as a driver of food security[8]. Many of the action plans that focused on poverty reduction also contained specific elements targeted at women. These include the Colombia subnational action plan for reducing the gender-income gap

10. UNDP worked throughout 2013 with national authorities to bolster their policy, strategic planning and budgetary commitments to gender equality by providing technical expertise, research and data. In Myanmar, for example, UNDP supported the newly approved national strategic plan for advancement of women, 2013-2022. UNDP promoted sex-disaggregation of data as a key component of gender-responsive public investments and budget frameworks in several countries, including Barbados, Comoros, Fiji and Guinea. During 2013, UNDP focused national and regional capacity development for social protection and gender equality in Colombia, El Salvador and the Dominican Republic, and promoted national discussions on how to integrate unpaid care work and 'time poverty' into the design and implementation of public policy.

11. UNDP expanded its gender and economic policy management initiative in Africa and Asia-Pacific regions, providing six training programmes in Benin, Burkina Faso, China, the Democratic Republic of Congo, Kenya and Zimbabwe, in which key policy makers were trained in gender-responsive economic policy making. Three short courses were organized in the Asia-Pacific region, including a regional course in the Republic of Korea[9]. The initiative is generating increased demand from countries requesting support, and is leading to results. In Zimbabwe, the Ministry of Water Resources and Development produced a gender responsive water policy that includes strategies to reduce women's unpaid care work; and in Nepal, UNDP supported the use of gender-aware economics in a new three-year government periodic plan that is now being considered by the Cabinet. UN-Women has joined the initiative as a partner, and UNDP-UN-Women country offices are jointly delivering advisory services in countries such as Burkina Faso and Kenya.

12. UNDP continued working with partners to address gender, poverty and HIV linkages and promote leadership and rights, with particular attention to women living with HIV. For example, UNDP supported Kazakhstan, Moldova, Russia, Tajikistan and Ukraine in integrating gender-based violence and the engagement of men and boys into national strategic plans on HIV. UNDP assisted in the further development of a regional network on sex work, the Sex Workers' Rights and Advocacy Network, and facilitated efforts to strengthen national-level dialogue between government, civil society, sex worker organizations and sex worker community representatives in Kyrgyzstan, Turkey and Serbia.

13. Below are some examples of UNDP gender interventions and results of poverty reduction and achieving the Millennium Development Goals in 2013:

(a) *China.* A UNDP pilot project helped micro-enterprises headed by women from small ethnic communities to improve productivity and acquire access to upscale international markets for their goods.

(b) *Colombia.* UNDP supported the Ministry of Labour to include gender analysis in labour observatories and in its main labour equity programme.

(c) *Djibouti.* UNDP supported women living with HIV to design and implement income-generating projects with national partners. An evaluation found that

[8] In Burkina Faso, the Central African Republic, Chad, the Gambia, Tanzania, and Togo, facilitating women's access to agricultural inputs has been a strategic intervention; others focus on improving the livelihoods of poor women through family livestock activities and the sustainable use of non-timber forest products.

[9] In the fourth quarter of 2013, a short course and training of trainers will take place in Dakar facilitated by the United Nations African Institute for Economic Development and Planning.

75 per cent of participants noticed the positive impact of this project on women's social capital and self-confidence.

(d) *Kyrgyzstan.* UNDP and UN-Women supported the integration of gender equality issues into the draft State programme of transition to sustainable development for 2013-2017.

(e) *Malaysia.* UNDP support for the sex disaggregation of data as a key component of gender-responsive public investments and budget frameworks contributed to the use of gender analysis in the multi-dimensional poverty index, the national strategy on the development of indigenous people, and policies on employment promotion.

(f) *Romania.* UNDP and project partners of the project known as "Social Economy – a solution for the development of Roma communities in Romania" organized a social business ideas contest and provided financial and technical support for the winners to develop two social enterprises among Roma communities. One of the winning ideas came from a Roma woman whose enterprise aims to support other Roma women.

(g) *Togo.* To better target women smallholder farmers and bolster women's equitable access to productive resources and participation in producer organizations, a gender strategy was included in the Togo MDG Acceleration Framework. Particular attention was paid to recruiting female agricultural consultants to advise women farmers.

Democratic governance

14. As of October 2013, the global percentage of women in both houses of parliaments globally was a mere 21.4 per cent, and as of June 2013, women comprised a minimum of 30 per cent of national parliaments in only 35 countries. Those figures represent a trend toward growth, but with slow and uneven results globally, it is unlikely that the global MDG-3 target of 30 per cent women will be met by 2015.

15. The trend towards a gradual increase in the number of women occupying political positions confirms the continued need for UNDP support in this area. The democratic governance work of UNDP continues to prioritize women's leadership, participation and empowerment at all levels, with a focus on political institutions and public administrations. Evidence is growing of the positive correlation between women's political participation and increases in their socio-economic rights. In Sub-Saharan Africa, for example, where the proportion of seats held by elected women in both houses has doubled since 2000 (from 11.3 per cent to 21.5 per cent), 16 countries now have gender provisions in constitutions that recognize women's equal right to property and inheritance, and the percentage of women landholders has doubled[10].

16. In 2013, UNDP worked with political parties, electoral commissions, parliaments, local assemblies and national partners on measures to strengthen women's political participation in many countries around the world. Working in partnership with national stakeholders, the International Institute for Democracy and Electoral Assistance and UN-Women, UNDP supported the development of regional and national level strategies in Latin America and the Caribbean to promote more effective commitments to gender equality and women's empowerment in political parties and parliaments. For example, support was provided to the Haiti Electoral Council to increase the availability of sex-disaggregated data to measure women's participation as candidates and voters. UNDP continued to support cross-party women parliamentarian caucuses. In Europe and the Commonwealth of Independent States, UNDP partnered with the Office for Democratic Institutions and Human Rights of the Organization for Security and Cooperation in Europe to strengthen the efficiency and effectiveness of structures through which female

[10] UN-Women (2012), *Gender equality and Constitution of Africa;* The North-South Institute and Third World Network Africa (2000), *Demanding Dignity: Women Confronting Economic Reforms in Africa* and the Africa Human Development Report 2012, *Towards a Food-Secure Future*

parliamentarians can collectively address gender equality and women's empowerment challenges.

17. UNDP supported capacity building of women aspirants, including through 'practice parliaments,' which have enabled women in the Pacific[11], where women's political participation is the lowest in the world, to hone their skills and better equip them to compete in electoral races. In sub-Saharan Africa, UNDP provided technical and financial support to 10 countries[12] to integrate gender equality considerations into law, constitutional reforms and the work of the independent electoral commissions, with the aim of increasing women's participation as voters and candidates. In Ghana, Lesotho and Togo, the number of elected women increased by 2.2 per cent, 4.3 per cent and 2.5 per cent, respectively.

18. Data on women's participation in subnational governments is less readily available, but this too is thought to be low. Available data from Latin America and the Caribbean, for example, shows that in 2012 women comprised around 5.6 per cent of executive heads in intermediate levels of subnational governments (governors and other elected positions) and about 11 per cent of municipal executive heads. Throughout the world, UNDP supported women's participation in decision-making at local levels through a range of initiatives focused on capacity-building, leadership, and networking. In Georgia, UNDP supported local women in self-government councils by organizing local women councillors' forums to enhance their networks and capacities for promoting women's interests in local agendas[13]. Training was provided for women candidates in Somaliland, where in local elections in 2013, 10 women – out of 250 councillors – were elected, as compared with two women in the last elections, in 2002.

19. UNDP has continued to work towards advancing women's legal rights and empowerment through law reforms, advocacy and capacity-building, and to combat gender-based violence through a range of integrated strategies. For example, in Somaliland, UNDP supported the recruitment of additional women into the judiciary. In November 2012, the High Judicial Council of Somaliland officially appointed the first five female deputy attorneys general (public prosecutors) and seven female court chief registrars of the region, and five more women were appointed as public prosecutors in July 2013.

20. To generate a stronger evidence base of how engagement with informal justice systems can best further access to justice, UNDP, together with the Huairou Commission, supported an in-depth analysis of current practice and strategies through social action research by grass-roots organizations in seven African countries. The research explored how the issues of women's land tenure, inheritance, and domestic violence were addressed in informal systems.

Box 2. Supporting women's political participation in Kenya

The 2010 Constitution of Kenya contained a provision that no less than one-third of the seats in the National Assembly could be held by persons of either gender. This was expected to be an important factor in the March 2013 General Elections. The Supreme Court, however, decided that implementation of the gender rule would need to be enacted "progressively" by 2015.

[11] Kiribati, Palau, Papua New Guinea, and the Republic of the Marshall Islands

[12] Kenya, Ghana, Guinea Conakry, Zambia, Zimbabwe, Namibia, Cameroon, Guinea Bissau, Lesotho and Togo

[13] See: http://www.undp.org/content/georgia/en/home/presscenter/pressreleases/2013/05/20/uniting-women-councillors-for-better-local-governance/ and http://www.undp.org/content/armenia/en/home/presscenter/pressreleases/2013/04/16/-forum-of-women-engaged-in-local-self-governance-/

Responding to this decision, the Secretariat of the National Women's Steering Committee of Kenya, UNDP and UN-Women initiated a 'team of eminent persons' initiative to work with the Government, political parties and other stakeholders to deliver the spirit of the 'one-third' promise. Comprising 10 influential members from the private sector, media, academia, former politicians and grass-roots women leaders, the team encouraged political party officials to nominate women candidates, advocated for women's participation in the National Assembly and Senate, mobilized public opinion and support for women in leadership positions, and advocated for the realization of fair, transparent and violence-free election processes. The full impact of the initiative will only become apparent over time. But the effort did contribute to strengthening the relationship between the women's movement and political parties and coalitions. It also raised awareness and positive public opinion in support of women in leadership positions and encouraged the media, political candidates and parties to maintain peace before, during and after the elections. Women now hold 86 seats in the new National Assembly chambers (21 per cent, up from just 10 per cent in the former Parliament), and the six of the 17 members of the new Cabinet are women.

21. Below are some examples of UNDP gender interventions and results in the area of democratic governance in 2013:

(a) *Afghanistan*. UNDP assisted the Independent Election Commission in developing and implementing a gender strategy and action plan for electoral operations, ensuring gender-responsive voter registration services.

(b) *Cambodia*. UNDP provided ongoing support to government, civil society networks and networks of women and girls living with HIV and AIDS. For the first time, the new National Action Plan on Violence Against Women has a special focus on violence faced by women and girls living with HIV and AIDS, including female sex workers.

(c) *El Salvador*. UNDP supported the women's group in parliament to design a 30 per cent quota law for popular elections; it entered into force in March 2013.

(d) *Iraq*. UNDP supported national authorities in rolling out the national Violence against Women and Domestic Violence Database for unified and consistent reporting through the Ministries of Interior at both the federal and the regional level. The database will facilitate effective monitoring of reporting and prosecution of violence against women and domestic violence cases.

(e) *Ukraine*. UNDP supported national partners in drafting the new State programme for ensuring gender equality in Ukraine, 2014-2016, which was adopted in September 2013.

Crisis prevention and recovery

22. UNDP continued to globally co-lead, with UN-Women, three areas of the Secretary-General's Seven Point Action Plan on Gender-responsive Peacebuilding. These included the promotion of women's representation in post-conflict governance, improving access to justice for women, and supporting women's post-crisis economic recovery. For example, UNDP continued to support the 'N-Peace' initiative[14], a multi-country network of peace advocates in Asia who share skills and knowledge in promoting and keeping peace in their countries. N-Peace has expanded in Nepal, and five 'N-Peace champions' who are active network members working for non-governmental organizations at the grass-roots level were given small grants to support their work on women, peace and security. In *Malawi*, UNDP worked alongside UN-Women and stakeholders in the ministries of gender and youth to ensure increased representation of women in consultations concerning the Malawi

[14] Engage for Peace, Equality, Access, Community and Empowerment (N-Peace) is a network of peace advocates who communicate online and in annual meetings to share skills and knowledge in promoting and keeping peace in their countries. The network serves as a means for engagement between government, civil society and other groups on the issues of women, peace and security, and broader conflict prevention and peacebuilding work.

peace architecture. While the number of women participating was low (27 per cent), their involvement brought a gender-perspective to the dialogue.

23. Technical support was provided to countries to address the issue of gender-based violence from a rule of law and peace-building perspective, including within the context of increasing community security and reducing armed violence. This included nine countries in sub-Saharan Africa, where support was provided on drafting and implementing national action plans on violence against women[15].

24. UNDP continued to work with national partners to integrate gender equality and women's empowerment into economic recovery policies and programmes, including for ex-combatants. In *Burundi*, for example, women made up nearly half of the beneficiaries in two economic recovery programmes: one creating work days in rural regions and the other helping conflict-affected people to establish producer organizations and self-employment initiatives.

25. In 2013 UNDP scaled up its work in mainstreaming a gender equality dimension into disaster risk reduction and recovery and disaster risk management. It is currently working on this issue with 45 governments. In Argentina, Belize, Colombia, El Salvador, the Dominican Republic, Honduras, Iraq, Kyrgyzstan, Mozambique, Nepal, Pakistan, Paraguay, Tajikistan, Uganda and Uruguay, the capacities of national and local actors were supported and advisory services provided to ensure that gender was mainstreamed into national and local plans. UNDP also partnered with UN-Women to ensure that post-disaster needs assessment and recovery guidelines developed with the World Bank and the European Union were gender-aware.

26. To better understand the links between gender and disaster risk reduction and recovery and disaster risk management, UNDP supported work designed to illuminate the links between gender and conservation in Colombia, the Dominican Republic, Guyana, Honduras and Suriname, and is conducting a study in five Horn of Africa countries on the links between gender and climate change, disasters, and violent conflict.

27. Below are some examples of gender equality results in the area of crisis prevention and recovery in 2013:

(a) *Burundi*. With support from UNDP and partners, a 'one-stop shop' providing survivors of gender-based violence with medical, psycho-social and legal assistance was established. The Centre Humura increased its support by 500 per cent since last year, with steady increases.

(b) *Colombia*. In collaboration with marginalized groups in conflict-affected territories, UNDP provided support to 19 municipalities to develop local level public policy on gender equality and strengthen institutional capacities to address gender-based violence.

(c) *Haiti*. UNDP supported eight community platforms that facilitated the participation of women in addressing their priorities and needs in post-earthquake solutions with respect to infrastructure, social issues and income-generating activities. Through the project, nearly 1600 jobs were created, 65 per cent of them for women.

(d) *Sierra Leone*. The 'Saturday Courts', which hear only sexual and gender-based violence cases, were expanded from the capital Freetown to the southern and eastern provincial capitals of Bo and Kenema. UNDP has supported the courts since 2011. Between February and May 2013, 185 cases were resolved, and a backlog of cases in the Freetown Magistrate Court was cleared.

[15] Sierra Leone was supported for legislative development on the passage of the Sexual Offences Act; Cameroon for the launch of the Secretary General's Africa UNiTE Campaign to end violence against women, and Chad, the Democratic Republic of Congo, and Niger and for strengthening the capacity of judicial and police officers, traditional and religious leaders and the media. Chad also validated the national strategy against sexual and gender-based violence.

(e) *Viet Nam*. UNDP supported capacity-building and advocacy to increase the participation of women and girls in disaster management and decision-making. In October 2013, the Viet Nam Women's Union was included as an official member of the Central Committee on Floods and Storm Control. UNDP also implemented a community-based disaster risk management programme covering 6,000 communes and villages, which has trained 350 women instructors.

(f) *The Democratic Republic of the Congo*. In collaboration with its partners, UNDP continued to support the provision of legal aid services through legal aid clinics, mainly supporting victims of sexual violence and the organization of mobile court sessions. Despite the growing instability in the eastern part of the country, particularly in North Kivu, UNDP capacity-building support resulted in the organization of six mobile courts (two in South Kivu, one in North Kivu, and three in Ituri), allowing for the trial of 198 cases, 70 of which were sexual and gender-based violence cases. With UNDP support, 183 victims benefited from legal aid and advisory services.

Environment and sustainable development

28. UNDP aims to mainstream gender equality and the empowerment of women into all of its work on energy and the environment, and to continue providing technical expertise on gender and climate change at the global policy level.

29. Through advocacy, capacity-building and technical support, UNDP has worked to bring gender issues and the participation of women into global policy debates. Following the landmark decision on gender balance that was passed at the eighteenth session of the United Nations Climate Change Conference in December 2012, UNDP has provided technical support to the UNFCCC and governments around the world in promoting gender balance and improving the participation of women in UNFCCC negotiations and other bodies established to implement the Kyoto Protocol.

30. UNDP continued advocating for the inclusion of gender issues in the agenda for climate finance, including in the Green Climate Fund by working with partners in the Global Gender Climate Alliance and the Heinrich Boell Foundation. A major breakthrough this year was the decision to request the Secretariat of the Green Climate Fund to prepare options for a fund-wide gender-sensitive approach in consultation with relevant bodies and observers. The outcome of that meeting presents a great opportunity and entry point for future UNDP work, promoting a paradigm shift towards low-carbon, climate-resilient sustainable development.

31. UNDP continued to promote gender-sensitive processes in the United Nations collaborative initiative on reducing emissions from deforestation and forest degradation (REDD) as well as to support UN-REDD Programme partner countries and stakeholders in the preparation, development and implementation of gender-sensitive national UN-REDD-strategies. Together with the Food and Agriculture Organization and the United Nations Environment Programme, UNDP developed in 2013 the UN-REDD guidance note on gender-sensitive REDD-plus. The guidance note includes concrete examples of good practices and proposes specific actions that can be taken to ensure that gender-sensitive outcomes are realized.

32. At the national level, UNDP supported the development of gender-sensitive climate strategies in Liberia, Nepal, Somalia and Yemen. In Nepal, for example, the 14 district energy, environment and climate change coordination committees were reformed. They are now more inclusive and have to include representatives from marginalized communities, including women. Women have also been promoted as change agents in disaster and climate risk management, through micro capital grant support to women-led and women's groups. This initiative includes disaster risk and recovery initiatives linked with livelihood and small mitigation measures, such as broom grass and cardamom plantations, and off-season fruit and vegetable farming, which helps to protect soil erosion and landslides while

generating income for the communities. The groups have succeeded in securing matching resources from local government and other stakeholders at the community level.

33. In Latin America and the Caribbean, UNDP work on mainstreaming climate change adaptation policies into national development plans included women's organization, ensuring their systematic engagement in the dialogue on adaptation and mitigation strategies[16]. As an illustrative example, in Mexico, UNDP is supporting the government in mainstreaming gender into the main climate change 'Special Programme, 2013-2018' through the definition of specific sector and cross-cutting goals.

34. In Africa, UNDP has developed a methodology for integrating HIV and gender into environmental impact assessment that helps countries address barriers to the implementation of environmental, health, gender, and labour policies, laws and regulations in planning and executing large infrastructure projects. To date, UNDP and partners are supporting 10 countries in East and Southern Africa as they work to include HIV and gender-related issues in environmental assessments.

35. Efforts are being scaled up to more systematically integrate gender perspectives into the UNDP Poverty-Environment Initiative for 2013-2017 through (a) conducting gender analysis as part of a broader social, economic, and political economy assessments; (b) ensuring that monitoring and evaluation and reporting processes are gender-sensitive; and (c) providing incentives and training project staff to mainstream gender into its work. The Initiative is establishing a partnership with UN-Women focusing on gender-responsive budgeting and on making the case for increased policies and budgets that recognize the cost of inaction with respect to gender equality in the context of its work.

36. Below are some examples of gender equality results in the area of environment and sustainable development in 2013:

(a) *Mozambique*. The Poverty-Environment Initiative supported the training of more than 50 planners at the Ministry of Women and Social Affairs at the national and provincial levels on mainstreaming gender and pro-poor environmental sustainability perspectives in their planning processes.

(b) *Panama*. As part of a regional commitment to mainstreaming gender into climate change adaptation policies, indigenous women partnered with UNDP in microfinance projects on environmental conservation.

(c) *Uzbekistan*. Gender mainstreaming is a priority of the multi-country programme on climate risk management. The gender strategy aims to track how women are vulnerable and affected by water shortages and droughts. As part of the Uzbekistan component of the programme, a workshop was held on water-saving technologies applied in arid climates (drip irrigation and efficient greenhouses) for women farmers and teachers in Kashkadarya region.

(d) *Zimbabwe*. Gender equality and women's empowerment in the mining sector were improved through a UNDP-supported initiative that trained 230 women miners on various issues, including environmental and mines regulations, financing, technology and collectivism. A key result was the incorporation of issues prioritized by women miners into the draft mines and minerals policy.

III. Institutional results

Deepened accountability for gender equality results

37. As in prior years, UNDP continues to invest in institutional mechanisms to strengthen gender equality and women's empowerment in all work. In 2013, UNDP strengthened its accountability framework for gender equality results in several ways.

[16] For example, in Colombia, the Dominican Republic, El Salvador, Mexico, and Uruguay.

38. Through the Gender Steering and Implementation Committee, which is its highest-level accountability committee, UNDP reviewed the progress of each bureau on meeting commitments to gender equality and women's empowerment, including gender parity. The Committee, chaired by the Administrator, ensured that Bureau directors continued to demonstrate leadership and strengthen action to systematically integrate gender equality into each area of their work. The 2012-2013 exercise will be completed in January 2014.

Gender marker

39. UNDP pioneered the 'gender marker' in the United Nations system as a tool to monitor investments for gender equality. In 2013, UNDP continued to build staff capacities to use the marker as a planning as well as a reporting tool. UNDP also continued to lead inter-organization efforts to harmonize the tracking of gender-related investments using the tool.

40. During 2013, a gender marker guidance note, developed under the co-leadership of UNDP and the United Nations Children's Fund (UNICEF), was endorsed by the United Development Group. The guidance note, which sets out common principles and standards for gender markers, will guide the development of an effective, coherent approach within the United Nations system for tracking resources that support results on gender equality and women's and girls' empowerment, with agreed-upon parameters and standards.

41. At the time of writing this report, updated gender marker data results were not yet available.[17]

Box 3. Improved planning

In 2013, the UNDP gender team undertook an analysis of 13 country programme documents that had been submitted to the Executive Board in June 2012. Results showed that efforts had been made to better integrate gender into the draft country programmes. The majority of them, for example, presented relevant analysis of gender equality dimensions in the situation analysis section. Despite a lack of baseline data to measure gender-sensitive outputs, most of the draft country programmes included sex-disaggregated indicators in at least one programming area, and all of them included at least one programming area that mentions women or gender equality in the narrative description of the proposed programme. Although quality varied, eight of the 13 draft country programmes showed how UNDP would support the capacity-building required to facilitate transformative changes in relation to gender equality in at least one area of intervention.

Strengthening knowledge and capacities

UNDP 'gender equality seal' initiative

42. UNDP continued in 2013 to expand its gender equality seal, a capacity-building and quality assurance programme piloted in 2011-2013. The seal, which was inspired by Latin American public-private certification programmes and standards for gender equality in the workplace, is an institution-wide certification process that recognizes good performance of UNDP offices and units in delivering gender equality results. A tool for empowering managers and accelerating the changes needed to support gender equality goals, the seal offers three levels of certification: gold means excellent, silver means good, and bronze means improving. The first three pilot countries (Argentina, Bhutan and Kyrgyzstan) were each awarded the gold seal.

[17] To be included in the oral report provided to the Executive Board.

43. Through an extension of the pilot project in 2013, a total of 31 country offices[18], one subregional service centre (Fiji) and one headquarters bureau (Regional Bureau for Asia and the Pacific) applied for gender equality seal certification. An online self-assessment tool, a supporting package of services and tools to be used by applicants have been developed to support the extended pilot initiative. After receiving recommendations from the Gender Equality Seal team, the 32 applicants are preparing and implementing action plans for improvement. In 2014, each unit will be certified at one of the three levels.

Strengthening knowledge

44. UNDP continued to invest in strengthening knowledge and policy advice on gender equality and to foster the effective sharing of best practices both within the organization and in the wider development policy community. Initiatives in this area included:

(a) Membership in the UNDP gender space on Teamworks, Gender Net, grew by 20 per cent in 2013. It now includes more than 1,440 members, primarily from UNDP but also from UN-Women, UNFPA, and women's rights organizations. In a representative sample of members more than 80 per cent responded that Gender Net helped them improve their ability to perform on gender-related issues. In 2013, more than 500 articles, blog posts and bookmarks were shared and more than 40 discussion forums were opened.

(b) UNDP has embraced social media tools, including Twitter[19], to support its gender equality work and reach out to partners, donors, and the general public. Innovative initiatives promoting gender equality approaches were implemented to better suit beneficiaries; for example, the use of social media to track the service needs of women and men with special abilities (in *Belarus*); to involve men and boys in helping to create violence-free environments (in *Albania*); and to raise awareness on violence against women using media and communication materials. In *Kosovo*, UNDP extended its cooperation with the ABC Cinema in Pristina, broadcasting a public service announcement on violence against women and providing information on how to report cases of violence.

(c) UNDP offered online webinars on blogging, social media and innovative information technology tools to advance gender equality, including as a critical part of the post-2015 development agenda.

(d) The 'infographics' produced by UNDP on gender equality in Europe and the Commonwealth of Independent States received more than 6,000 views on Visual.ly in 2013.

(e) Online publications of the UNDP Gender Team on ScribD and Issuu received more than 10,000 views.

45. During 2013, UNDP published a range of knowledge products at global, regional and national level designed to provide guidance on advancing gender equality and the empowerment of women (See box 4).

[18] Afghanistan, Algeria, Bahrain, Belarus, Cambodia, Cuba, the Democratic Republic of Congo, Djibouti, El Salvador, Egypt, Ethiopia, Fiji Multi-country, Guinea, Kosovo, Jamaica, Lesotho, Madagascar, Moldova, Montenegro, Morocco, Mozambique, Nepal, Nicaragua, Niger, Nigeria, Occupied Palestinian Territories, Peru, Rwanda, Somalia, Sudan, Tanzania, and Zambia.

[19] In 2012 UNDP launched a social media campaign with dedicated themes for each day of the week, which was continued throughout 2013. As of July 2013, tweets about gender equality (#EqualityMonday) had the widest reach of all theme days (2.81 million per month). Gender equality tweets also get the most mentions, and re-tweets have the highest engagement with UNDP followers on Twitter.

Box 4. Examples of new UNDP knowledge products in 2013

The *Gender Responsive Budgeting in Africa: Step by Step Guide*, a training manual, was designed to provide countries with tools, approaches and common concepts in the implementation of gender-responsive budgeting

Advancing Economic Empowerment of Women: An analysis from the field, summarized experiences from three African countries; and a Documentary "*Women Rising: Political Leadership in Africa*[20]", launched for the 50th anniversary of the African Union and the 10th anniversary of the Maputo Protocol on Women's Rights in Africa, in May 2013.

Green Jobs for Women and Youth: What can Local Governments Do?[21] This paper presents examples of policies and programmes initiated by local governments that promote green jobs especially for women and youth between the ages of 15 and 24.

The National AIDS Council of Papua New Guinea and UNDP published *Rapid Assessment of Institutional Readiness to Deliver Gender-Based Violence and HIV Services in Five Provinces of Papua New Guinea.*

UNDP, as convener of the knowledge management initiative for the 'MDG-F', gender equality and women's empowerment window, developed and launched the publication *Making Joint Gender Programmes Work – Guide for Design, Implementation, Monitoring and Evaluation.*

UNDP published a series of Asia-Pacific regional thematic policy briefs and training modules on gender and climate change designed to facilitate the work of regional and national cadres of experts, practitioners, policy makers, and other partners in mainstreaming gender into climate change policy and programming.

Promoting gender parity

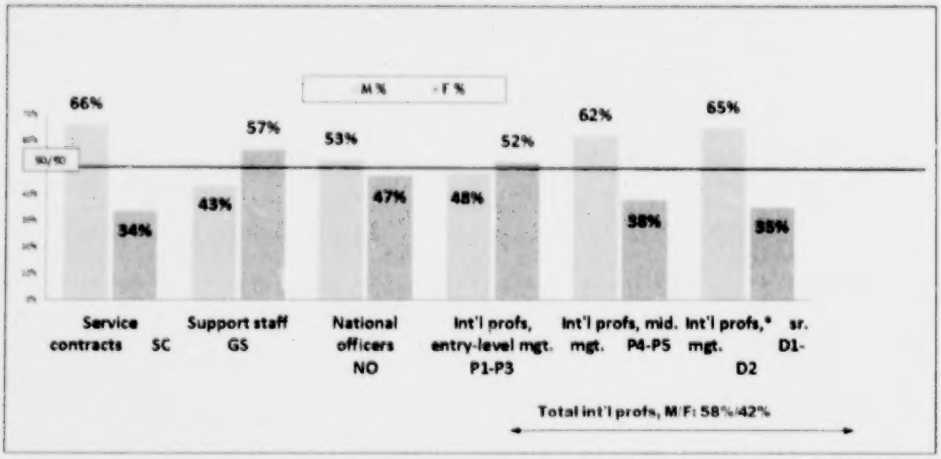
46. UNDP developed its first gender parity strategy in 2009, with the goal of reaching gender parity throughout the organization by 2015. To accelerate progress towards greater gender parity, in 2013 UNDP developed a refreshed gender parity strategy, 2014-2017, which proposes several actions designed to redress the imbalance.

47. Overall, UNDP has 50 per cent women. However, while women are well represented within the entry-level of the organization, there are considerable gender gaps in the middle and senior levels. At the P-4 level, for example, women account for only 39 per cent of staff, and at the P-5 level, they account for 37 per cent of staff. At the D-1 and D-2 senior levels, women account for 35 per cent of staff (see table 1. UNDP workforce by management levels, first quarter 2013). At the level of resident coordinator or resident representative, women occupy 39 per cent of positions.

[20] http://www.youtube.com/watch?v=DClXif1T9dA

[21] http://www.undp.org/content/dam/undp/library/Poverty%20Reduction/Participatory%20Local%20Development/GreenJobs_web.pdf

Table 1. UNDP workforce by management levels, first quarter 2013



Source: Atlas, September 2013

48. To complement the new strategy, some UNDP bureaus have already instituted mechanisms to address gender parity. The Regional Bureau for Asia and the Pacific, for example, created a gender parity task force to assess gender parity issues and propose a strategy to increase female representation at the international professional level. The Bureau also established a virtual mentoring programme for mid-level women professionals, a year-long pilot programme aimed at connecting 16 mid-level professional women serving in the Asia-Pacific region with 16 mentors (male and female), who serve in different regions or offices within UNDP.

49. To address the six per cent decrease of women at their junior management level and to bolster women's representation at the middle management level, the Regional Bureau for Africa launched a pilot programme to identify and promote talented women as leaders and managers in the organization. The pilot, currently enrolling 24 candidates, is expected to be expanded to include more participants in the Africa region and to other regions in 2014.

Strengthening inter-organizational collaboration

50. UNDP continued to engage with partners at all levels in order to maximize results. During 2013, UNDP reported on the performance indicators of the sector-wide action plan on gender equality and women's empowerment and contributed to setting up the first baseline information on United Nations system performance on gender equality and the empowerment of women.

51. In 2013, UNDP continued to partner in critical joint initiatives and working groups. This included supporting the Secretary General's Campaign to End Violence against Women and playing an active role in the United Nations Task Team on Gender Equality, and the Inter-Agency Network on Women and Gender Equality at the headquarters and regional levels. UNDP supported UN-Women in its function as secretariat of the Commission on the Status of Women and shared its good practices on gender equality and women's empowerment programming for inclusion in the various reports of the United Nations Secretary-General. UNDP co-chairs the inter-organization task forces on gender and climate change. Other notable collaborations include:

(a) the substantive UNDP engagement in the Advisory Group on the UNDG post-2015 thematic consultation on addressing inequalities, led by UN-Women and UNICEF;

(b) A newly launched joint United Nations initiative on rule of law and access to justice, which is a partnership between UN-Women, the Office of the United Nations High Commissioner for Human Rights, and UNDP;

(c) Support for the UN-Women 'knowledge gateway for women's economic empowerment'.

(d) The working group on gender of the Broadband Commission, a multi-sectoral body chaired by the UNDP Administrator[22], whose 2013 report provides an overview of the digital exclusion of women and the opportunities available for closing the gap.

Box 5. Partners for prevention report

A good example of inter-organizational collaboration is Partners for Prevention, a joint programme between UNDP, UN-Women, UNFPA and the United Nations Volunteers programme on the prevention of gender-based violence. In September 2013, Partners for Prevention launched the results of a comprehensive study on gender-based violence entitled *Why Do Some Men Use Violence Against Women and How Can We Prevent It?: Quantitative Findings from the United Nations Multi-country Study on Men and Violence in Asia and the Pacific.*

Presenting insights from more than 10,000 men and 3,000 women, the study produced the largest cross-country comparable data set on men's use of violence in Asia-Pacific to date. The study explored the different factors associated with men's perpetration of violence against women. It found that men who reported having perpetrated violence against a partner were significantly more likely to: have gender inequitable attitudes and to try to control their partners; have experienced physical, sexual or emotional abuse as a child or to have witnessed the abuse of their mother; and have practices that reflect idealized notions of male sexual performance, such as having multiple sexual partners and engaging in transactional sex.

The report explores these factors and many others, and makes recommendations on how to use the data to more effectively prevent violence against women in Asia and the Pacific. Analysis of the study will form the basis of country-level capacity development interventions for the next phase of the Programme. The report makes seven recommendations to support broader systems and approaches for prevention and response, including protection and justice support.

52. Throughout 2013, UNDP, UN-Women, UNFPA and UNICEF strengthened their collaboration to ensure strategic policy coherence and alignment with the quadrennial comprehensive policy review recommendations. For example, in 2013 UNDP actively engaged with United Nations partner organizations on the development of the next gender equality strategy, 2014-2017.

IV. Conclusion

53. This will be the final report to the Executive Board on the implementation of the first gender equality strategy, 2008-2013. It should be read in conjunction with the background paper on the implementation of the UNDP gender equality strategy, 2008-2013, presented

[22] The Broadband Commission, established by the International Telecommunication Union and the United Nations Educational, Scientific and Cultural Organization and supported by the Secretary-General, was established in 2010 to find practical way for countries to provide broadband networks for their citizens as platforms for progress.

to the Executive Board at its first regular session 2013, which covered the full retrospective results of implementation of the first gender equality strategy from 2008 to 2012. In 2014, there will be an organization-wide evaluation of the gender equality strategy, 2008-2013, the results of which will be reported to the Executive Board. Subsequent reports to the Executive Board will be based on implementation of the UNDP gender equality strategy, 2014-2017: The Future We Want: Rights and Empowerment, which aligns with the new UNDP strategic plan, 2014-2017: Changing with the World.

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The future we want: Rights and empowerment

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5. Executive summary of midterm review of UNDP gender equality strategy, 2008-2013
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8. Gender parity strategy

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I. Introduction

1. The promotion of gender equality and the empowerment of women is central to the mandate of UNDP and intrinsic to its development approach. This effort includes advocating for women's and girls' equal rights, combatting discriminatory practices and challenging the roles and stereotypes that affect inequalities and exclusion.

2. This UNDP gender equality strategy, 2014-2017, is presented at a pivotal time in the sphere of global policy development. While the world works to achieve the Millennium Development Goals (MDGs) by 2015, efforts are underway to devise a new set of sustainable development goals to guide global development beyond 2015. At the United Nations Conference on Sustainable Development (Rio+20) in June 2012, participants reached consensus on the need for a more expansive development paradigm based on inclusiveness, equality and sustainability. World leaders affirmed at Rio+20 that gender equality and women's participation "are important for effective action on all aspects of sustainable development," as reflected in General Assembly resolution 66/288. Gender equality, rooted in human rights, is increasingly recognized both as an essential development goal on its own and as vital to accelerating sustainable development overall.

3. The final two years before the 2015 MDG deadline present an opportunity to intensify investments to achieve the MDGs and advance gender equality and women's empowerment. The MDG review process, including the 58th United Nations Commission on the Status of Women in 2014, provide an opportunity to review lessons learned and embrace best practices in advancing gender equality and women's empowerment. The International Conference on Population and Development (ICPD) Beyond 2014 review, the 2015 Beijing+20 review, and the discussions on post-2015 sustainable development goals provide further opportunities to create renewed consensus and global commitments to create a more equal, inclusive, sustainable world.

4. Despite progress since the Fourth World Conference for Women in Beijing in 1995, a range of challenges to gender equality and women's empowerment remain. These include women's unequal access to economic and environmental resources; social and legal discrimination against women and girls; their disproportionate burden of unpaid work; and violence against women, which is not only a violation of basic rights but also hinders women's economic and political empowerment. These challenges hold back progress for women, their families and countries. In the poorest countries, and in settings affected by violent conflict or natural disasters, gender inequalities often increase and their negative impacts on development are exacerbated.

The gender equality strategy, 2014-2017: Mission and approach

5. In line with the vision in the UNDP strategic plan, 2014-2017, the mission of the gender equality strategy, 2014-2017, is to contribute to the eradication of poverty and the significant reduction of gender inequalities by empowering women and promoting and protecting their rights. By advancing gender equality and empowering women as agents of change and leaders in the development processes that shape their lives, UNDP envisages a more inclusive, sustainable and resilient world.

6. For UNDP, gender equality is grounded in international human rights, norms and standards. The fulfilment of women's and men's civil, cultural, economic, political and social rights is central to the UNDP human development framework and is vital to achieving sustainable development. UNDP prioritizes gender mainstreaming as the main strategy to achieve gender equality.[1] The UNDP approach to gender mainstreaming is a dual one: UNDP supports the empowerment of women and girls through gender-specific

[1] As articulated by the United Nations Economic and Social Council in its resolution 1998/43.

targeted interventions and also addresses gender concerns in the developing, planning, implementing and evaluating of all policies and programmes.

7. The UNDP approach to implementing the gender equality strategy, 2014-2017, will include special attention for women and girls facing multiple and intersecting forms of discrimination, as a result of ethnicity, disability, or migratory and indigenous status. It will rely heavily on South-South learning and cooperation, including by sharing knowledge, research and best practices on policies, programmes and strategies and by facilitating research and exchanges among partners from different countries and regions. This will include sharing experiences among partners and women's groups from the South and fostering greater collaboration among countries facing similar development challenges.

8. Special attention to engaging men and boys in supporting gender equality advocacy and action is also critical and will be a particular strategy of UNDP work to prevent and respond to sexual and gender-based violence.

9. UNDP recognizes that achieving progress on gender equality and women's empowerment requires working collaboratively with other actors. In particular, UNDP will continue partnering with UN-Women to support intergovernmental bodies on gender equality in their formulation of policies, global standards and norms. In close coordination with UN-Women, UNDP will help Member States to implement these standards by providing technical support to countries that request it. UNDP remains accountable to UN-Women through the United Nations system wide action plan (UN-SWAP), the United Nations Development Group (UNDG) and the United Nations system at large, as well as its stakeholders, for its own commitments on gender equality. As UNDG chair and manager of the resident coordinator system, UNDP will continue to ensure that gender equality considerations are integrated in the coordination of United Nations system development assistance activities (see section 5.1).

UNDP comparative advantages for achieving gender equality

10. The gender equality strategy, 2014-2017, builds on the achievements and lessons learned from the first gender equality strategy, 2008-2013. These lessons are captured in annex 4 and 5. UNDP comparative advantages in achieving gender equality results include:

(a) A universal presence with resident offices in more than 170 countries and status as the only United Nations organization with a broad development mandate. UNDP is also the manager of the resident coordinator system and chair of UNDG;

(b) Recognition as being neutral and able to act as a facilitator to broker dialogue among diverse actors;

(c) The ability to leverage partnerships with central line ministries of government and other governing institutions to promote legal and policy reforms that eliminate structural barriers to gender equality and put in place policies to empower women and girls;

(d) The power to convene civil society, women's groups and other non-governmental actors to engage in policy-making processes with national authorities; and,

(e) Recognition as a thought leader, including through its annual *Human Development Report* and other publications, which provide opportunities to advocate for policy reforms and changes in social norms and behaviours.

The structure of the gender equality strategy

11. The gender equality strategy, 2014-2017, provides strategic guidance to UNDP business units to mainstream gender as they operationalize the UNDP strategic plan, 2014-2017, which provides outputs and indicators for gender equality for each of its seven outcomes, including outcome 4 on reducing gender inequalities and promoting women's empowerment. The gender equality strategy goes a step further than the UNDP strategic plan by providing detailed strategic entry points for integrating gender equality into each outcome area, including outcome 4.

12. Rather than offering a one-size fits-all prescriptive priorities, the strategy relies on a set of parameters for development programming, within which country offices will design their gender equality action plans as part of their country programme documents and in synch with the relevant regional programme. These interventions will be consistent with the UNDP strategic plan and global programme, national development planning instruments, including for gender equality, and the United Nations Development Assistance Framework (UNDAF) for the specific Member State. This approach ensures national ownership and United Nations coordination in the strategy's response to women's local development challenges. The gender equality strategy is organized as follows:

(a) Section 1 provides the context, mission and approach of the strategy, UNDP comparative advantages and the document structure;

(b) Section 2 presents global and United Nations system-wide commitments on gender equality;

(c) Section 3 explains how gender equality will be integrated into each outcome of the UNDP strategic plan, 2014-2017;

(d) Section 4 outlines the institutional arrangements supporting integration of gender equality considerations into UNDP activities;

(e) Section 5 addresses the UNDP coordination role within the United Nations system, particularly its partnership with UN-Women, and its collaboration with civil society; and

(f) Section 6 describes how UNDP will report on and evaluate the gender equality strategy.

II. Mandate

Global commitments to gender equality

13. All major global commitments today address gender equality in the context of their thematic concerns, as have a range of international, regional and national norms, standards and commitments.[2] The salient global commitments guiding UNDP efforts to advance gender equality include: the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW); the Beijing Platform for Action; the Millennium Declaration and Development Goals; the United Nations Declaration on the Elimination of Violence Against Women; the International Conference on Population and Development; United Nations Security Council resolutions 1325, 1889, 1820, 1888, 1960, 2106 and 2122; the United Nations Framework Convention on Climate Change; the Hyogo Framework for Action; aid effectiveness commitments, and a range of regional commitments. These global and regional commitments are summarized in annex 2.

[2] Follow link for: the 10 core international human rights treaties.

United Nations system-wide commitments on gender equality

14. Since the launch of the first UNDP gender equality strategy, 2008-2013, the United Nations has strengthened its commitments to advancing gender equality and women's empowerment in all its work. In 2010, the United Nations General Assembly established the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to strengthen coordination and accountability for gender equality results across the organization.

15. *United Nations system-wide action plan.* Under the leadership of UN-Women, UN-SWAP was developed to implement the United Nations policy on gender equality and women's empowerment. Approved by the Chief Executives Board in April 2011, UN-SWAP establishes a common understanding of and standard requirements for mainstreaming gender equality and women's empowerment in the following six areas: accountability, results-based management, oversight, human and financial resources, capacity, and coherence, knowledge and information management. UNDP is in the process of ensuring that it complies with UN-SWAP requirements, some details of which are provided in section 5.

16. *Quadrennial comprehensive policy review.* In December 2012, the General Assembly passed resolution 67/226 on the quadrennial review, thereby complementing UN-SWAP. The resolution calls for increased investments in and focus on outcomes and outputs relating to gender equality and the empowerment of women, and for the acquisition of sufficient technical expertise in gender mainstreaming to ensure coherent, accurate and effective monitoring, evaluation and reporting on gender equality results and on the tracking of gender-related resource allocation and expenditure. Resolution 67/226 also encourages United Nations organizations to collect, analyse and disseminate comparable data, disaggregated by sex and age, to guide country programming.

III. Integration of gender equality in strategic plan, 2014-2017, outcomes

UNDP pillars in its strategic plan, 2014-2017, and gender equality

17. The UNDP strategic plan, 2014-2017, outlines three main areas of work: (a) sustainable development pathways; (b) inclusive and effective democratic governance systems; and (c) resilience-building.

Sustainable development pathways

18. The sustainable development pathways area of work provides an opportunity to address inequalities and reshape policies to empower women and girls in all their diversity, so that they can become catalytic agents of change and equal partners with men in the quest to promote growth that is inclusive, just, equitable and sustainable. With women's engagement, success in eradicating poverty, promoting sustainable consumption and production patterns and sustainable management of natural resources can be achieved.

Inclusive and effective democratic governance systems

19. Ensuring women's and men's equal participation in governance processes, and their equal benefits from services, are preconditions for the achievement of inclusive and effective democratic governance. The democratic governance area of UNDP work provides an opportunity to advance women's legal rights and empowerment, strengthen their access to justice, ensure gender responsive and equitable service delivery, and promote their equal participation in decision making.

Resilience building

20. Gender equality and women's empowerment are integral to building individual, institutional and societal resilience. Systemic inequalities overall, and especially those between women and men in the economic, social and political spheres, exacerbate the impact of economic, disaster and climate-related and political shocks and impede sustainable development and durable peace. Women need to be engaged at all stages of formal and informal peace processes and their priorities must inform the agenda for conflict prevention, early recovery from crises, durable peace, resilience and sustainable development.

Outcomes (1-7) of the UNDP strategic plan, 2014-2017

21. This section of the gender equality strategy provides entry points for advancing gender equality and women's empowerment in each outcome of the strategic plan. Replication of strategic entry points in outcome 4 with other outcomes is intentional to ensure that, regardless of the outcome on which a country office focuses, gender equality will be addressed.

Outcome 1: Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

22. Outcome 1 recognizes that to eradicate poverty, future growth and development must be inclusive, equitable and sustainable, and that the equal participation of women is a prerequisite for achieving sustainable development.

Strategic entry points:

(a) UNDP will work with national partners to support approaches to transform traditional gender norms and reduce or eliminate the barriers to women's economic empowerment. (See output 4.1)

(b) UNDP will support national partners to increase the gender responsiveness of social protection measures. (See output 4.1)

(c) UNDP will support partners to integrate gender considerations and expand women's participation in the development and implementation of inclusive sustainable development strategies. (See output 4.5)

(d) UNDP will support partners to ensure gender-responsive governance of natural resource management. (See output 4.5)

(e) UNDP will support partner efforts to increase women's access to and ownership and management of ecosystem goods and services, including through climate finance. (See output 4.5)

(f) UNDP will support governments to ensure that women can access affordable and clean energy. (See output 4.5)

Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

23. Outcome 2 is about establishing or strengthening the framework for democratic governance and building resilience into the principles, rules of engagement, systems and core institutions of governance.

Strategic entry points:

(a) UNDP will support efforts to accelerate the equal participation of women, including young women and marginalized groups, in decision making. (See output 4.4)

(b) UNDP will provide technical assistance to establish or strengthen mechanisms to advance gender equality and women's empowerment in governance processes. (See output 4.4)

(c) UNDP will support women's networks and civil society movements to bring gender equality perspectives into policy making and legal reforms, including those related to transparency and accountability, and will leverage its partnerships with governance authorities, public administrations and other key policy making bodies to provide opportunities for their engagement.

(d) UNDP will support partners to ensure gender-responsive governance of natural resource management. (See output 4.5)

(e) UNDP will support legal and policy reforms to accelerate women's rights in law and practice, eliminate discrimination and eradicate sexual and gender-based violence. This includes supporting national institutions in fulfilling international human rights obligations, including national implementation of CEDAW, as well as providing technical, policy and advocacy support in relation to constitutions, laws on gender equality, family, domestic violence, property, land, inheritance and citizenship and supporting legal literacy, advocacy and training on women's rights for women, communities and religious and traditional leaders.

Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services.

24. Outcome 3 focuses on the capacity of institutions to lead the development process and deliver justice, security and other basic services to all women and men, including the most marginalized.

Strategic entry points:

(a) UNDP will work to ensure that the restoration of core government functions in post-conflict situations will be delivered by women and men and will be responsive to the particular needs of both women and men. Support will be provided to ensure that gender equality and women's empowerment are budgetary and policy priorities in post-conflict contexts and that budget allocations are gender responsive.

(b) UNDP will support national and subnational actors to expand women's access to services, including health, social protection, security and HIV, and engage women and men equitably in the prioritization and provision of local services. This includes supporting women's groups in developing and leading anti-corruption initiatives.

(c) UNDP will work with partners[3] to ensure the effective delivery of HIV services through targeted interventions by and for women infected and affected by HIV. Specific attention will be given to addressing gender-based violence and the role of men and boys in HIV prevention.

(d) UNDP will support national partners to provide victims of sexual and gender-based violence with multi-sectoral support and services. (See output 4.2)

(e) UNDP will support national efforts to strengthen women's access to justice in formal and informal systems. This includes increasing the gender-responsiveness of the judicial, security and legal sectors through capacity building and increased representation of women in decision making; the promotion of the legal empowerment of women; and engagement of religious and traditional leaders on women's rights.

(f) As gender equality is a driving factor in achievement of the MDGs, all MDG assessments and action plans (including MDG acceleration framework action plans)

[3] Including the Joint United Nations Programme on HIV/AIDS and the Global Fund to Fight AIDS, Tuberculosis and Malaria.

will be informed by gender analysis and targeted interventions will be undertaken to address persistent gender inequalities.

Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment.

25. Outcome 4 demonstrates UNDP commitment to "substantially increase the investment in and focus on outcomes and outputs relating to gender equality and the empowerment of women in United Nations development framework programmes".[4] It reinforces and complements the integration of gender equality and women's empowerment throughout the rest of the outcomes.

Strategic entry points:

26. In order to promote gender equality and women's empowerment in outcome 4, strategic entry points fall under five output areas identified in the integrated results and resources framework of the UNDP strategic plan, 2014-2017.

27. *Output 4.1. Country led measures accelerated to advance women's economic empowerment.* UNDP will work with national partners, such as ministries of finance and planning, to support approaches that reduce or eliminate the barriers, often invisible, to women's economic empowerment. This will require working with the private sector and includes addressing the cross-cutting issue of women's unpaid labour and time constraints; promoting women's decent work; supporting policy and legislative reforms to ensure women's equal access to and control over productive assets, including land and credit; and incorporating gender perspectives into public finance management and promoting gender-responsive budgeting. UNDP will support national partners' efforts to increase the gender responsiveness of social protection measures in order to enable women as well as men to participate in the economy and manage their households. These measures include social insurance to protect against unemployment, ill health and disability; subsidized agricultural inputs; and employment guarantee schemes.

28. *Output 4.2. Measures in place and implemented across sectors to prevent and respond to sexual and gender-based violence.* UNDP will support national partners' efforts to develop and implement the required legal and policy frameworks to combat sexual and gender-based violence, which in addition to being a violation of basic rights also prevents women from exercising any of their other economic and political rights. This includes working with state actors, traditional, community, religious leaders and women to advance justice for survivors of sexual and gender-based violence. UNDP will support national partners in providing victims of sexual and gender-based violence with multi-sectoral support and services (justice, security, health and economic). This includes specialized and mobile courts, police and legal aid, enhancing the gender equality capacities of male and female police, prosecutors and judges and increasing the number of women in the justice and security sectors. UNDP will support research, public awareness and community mobilization campaigns on the prevention of and response to sexual and gender-based violence, including by working with men and boys. This work also will focus on transforming gender stereotypes, roles and relationships.

29. *Output 4.3. Evidence-informed national strategies and partnerships to advance gender equality and women's empowerment.* UNDP will leverage its position as the United Nations lead development agency and draw upon its flagship publications such as the annual *Human Development Report* to advocate for gender equality and women's empowerment and to demonstrate the linkages between gender equality and improved development outcomes to influence global discourse, including in the context of the MDG review, Beijing+20 and the post-2015 development process. UNDP will strengthen

[4] General Assembly resolution 67/226, paragraph 81.

capacities to collect, analyse and use a range of data relevant to gender-responsive policy making, including sex disaggregated data, and will collaborate in these efforts with the United Nations system. UNDP will use tools such as the gender inequality index, which shows the loss in human development as a result of gender inequalities, for policy analysis and advocacy. UNDP will support national, regional and global partners to undertake research, assess progress and advocate for gender equality and women's and girls' empowerment, including in the context of the MDG review, Beijing+20 and the post-2015 development process. UNDP will facilitate the sharing of this knowledge and experience among partners in the South.

30. *Output 4.4. Measures in place to increase women's participation in decision making.* UNDP will support advocacy, policy and legal reforms to accelerate the equal participation of women, including young women and marginalized groups, in decision making across all branches of the state. This includes promoting women's participation as voters and candidates in electoral processes; supporting women's representation in governance institutions, including constitutional committees, parliaments, public administrations and the judiciary. UNDP will provide technical assistance to establish or strengthen mechanisms to advance gender equality and women's empowerment in governance processes. This includes providing direct support for gender committees and commissions, and women's caucuses and networks. UNDP will support women's leadership and participation in conflict mitigation, mediation and peacebuilding. This will include supporting women's negotiating capacities; strengthening women's networks; and supporting partners to implement United Nations Security Council resolution 1325.

31. *Output 4.5. Measures in place to increase women's access to environmental goods and services (including climate finance).* UNDP will work with governments, non-governmental organizations, communities and the private sector to integrate gender considerations and expand women's participation in the development and implementation of inclusive sustainable development plans and policies, including in climate change adaptation and mitigation. UNDP will support partners to ensure gender-responsive governance of natural resource management. This includes ensuring women's full participation in decision making on the use, management and protection of natural resources. Women's equal ownership and access to those resources for domestic and productive purposes is a key component of this work. UNDP will support partner efforts to increase women's access, ownership and sustainable management of ecosystem goods and services, including through climate finance. This will include working on policies and programmes to remove structural barriers to equal opportunities for women in green business and in upcoming climate adaptation and mitigation industries. UNDP will build the capacities of female entrepreneurs and workers to start and scale up green businesses. UNDP will support governments to ensure that women can access affordable, clean energy and will support capacity building of women to participate in the development of policy and institutional frameworks. This will include supporting training and the establishment of incentive mechanisms to enable women to become energy entrepreneurs and to participate in public-private partnerships.

Outcome 5: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.

32. This outcome focuses on UNDP activities to help countries to rapidly and effectively recover from conflict-induced crises in cases where prevention has fallen short, and to deal with the consequences of natural disasters, especially as they are exacerbated by climate change.

Strategic entry points:

(a) UNDP will support the mainstreaming of gender equality and women's empowerment in disaster and climate risk reduction policies and plans, as well as in the budgetary frameworks of key sectors (such as water, agriculture, energy, health and education). This includes supporting national capacities to collect, analyse and use sex and age-disaggregated data and analyse climate and disaster risk from a gender perspective.

(b) UNDP will strengthen the participation of women in decision-making processes on climate adaptation, mitigation and disaster risk reduction. This includes building capacities of women's organizations to participate in the formulation and implementation of policies, programmes and strategies, as well as building capacities of relevant institutions to integrate gender perspectives.

(c) UNDP will ensure that disaster risk reduction, climate mitigation and adaptation programmes specifically support women in developing their resilience to disasters and climate change. Securing their rights and tenure to land, water, forests, housing and other assets is critical to this effort, as is ensuring their access to clean and green alternative livelihoods.

(d) In conflict and post-conflict contexts, UNDP will pay particular attention to ensuring women's participation in decision-making fora. (See output 4.4)

(e) UNDP will support women's organizations in the development of policy frameworks and institutional mechanisms for consensus building and the peaceful management of conflicts.

Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.

33. UNDP believes that early recovery interventions that create livelihoods, revitalize local economies, build social cohesion and address structural inequalities between men and women can provide the foundation for full recovery and chart a path for sustainable development.

Strategic entry points:

(a) UNDP will promote women's and men's equal involvement as beneficiaries of local development, employment creation, front-line service delivery and reintegration programmes in post-conflict and post-disaster situations. This will include a particular focus on increasing women's access to safe productive livelihoods and increasing the proportion of benefits accruing to women through temporary employment in early economic recovery settings.

(b) UNDP will support the building of women's negotiation capacities and the gender sensitization of men to contribute to gender responsive conflict prevention and peacebuilding interventions. This includes supporting coalition building of women's networks to enable them to voice their priorities during decision making over recovery priorities and re-establishment of basic services.

(c) UNDP will support greater participation of women in early recovery by ensuring that post-disaster and post-conflict needs assessments provide sex-disaggregated data and identify gender-related priorities, and that recovery plans integrate resources for implementation of responses to identified needs.

(d) As part of early recovery efforts, UNDP will provide support for the design of context-specific transitional justice approaches that facilitate reconciliation and establish a culture of accountability and respect, especially for women's rights and claims. Victims' needs for reparation and justice will be at the centre of these efforts, which also provide essential reinforcement for social cohesion and development efforts.

(e) UNDP will work with national actors to ensure that security and justice systems effectively address sexual and gender-based violence and combat discriminatory social norms. (See outputs 4.2 and 4.2)

Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

34. This outcome focuses on ensuring the centrality of sustainable human development principles in key development debates and actions, through the prioritization of poverty, inequality and exclusion.

Strategic entry points:

(a) UNDP will leverage its position as the United Nations lead development organization and draw upon its flagship publications to advocate for gender equality, women's empowerment and the rights of women and girls, and to demonstrate the linkages between gender equality and improved development outcomes. (See output 4.3)

(b) UNDP will strengthen capacities to collect, analyse and use a range of data relevant to gender-responsive policy making, including sex disaggregated data, to inform policy making. (See output 4.3)

(c) UNDP will support national, regional and global partners in undertaking research and documenting best practices as part of the above-referenced global development debates. (See output 4.3)

IV. Institutional effectiveness for gender mainstreaming

35. Since the launch of its first gender equality strategy, 2008-2013, UNDP has developed the institutional framework for ensuring gender equality results and has invested in building capacities to bring gender analysis into all areas of its work. UNDP is adapting its institutional framework to align its policies and procedures with UN-SWAP, which calls on all United Nations organizations to take specific measures to increase accountability and oversight for mainstreaming gender equality and women's empowerment and ensuring gender equality results. UNDP is also implementing the 2012 quadrennial review recommendations on gender equality.

Policy and planning

36. UN-SWAP recommends that the central planning documents of all United Nations organizations include at least one gender outcome with appropriate outcome indicators. This measure is addressed in the UNDP strategic plan, 2014-1017, one of whose seven outcomes is dedicated to gender equality and which integrates gender equality throughout.

37. UN-SWAP requires all United Nations organizations to have strategies and plans promoting gender equality and women's empowerment and policies for ensuring equal representation of men and women within the organizations. This gender equality strategy serves this purpose. UNDP also has a gender parity strategy, discussed later in this document and found in annex 6.

38. UNDP also has committed to mainstreaming gender in corporate annual business plans, integrated work plans and country programme documents. All UNDP country programmes will include specific measures to address gender inequalities and gender (and sex) disaggregated indicators, which the respective regional bureaux will monitor.

39. UNDP will ensure that at all stages of the programme/project cycle, starting from the design phase, gender concerns are integrated. Clear guidance for gender mainstreaming in the programme/project cycle will be included in the UNDP quality assurance tool. Every

appraisal (including of country programme documents and programmes/projects) will undergo gender screening.

40. The UNDP environmental and social screening procedure is now also a mandatory project-level screening requirement. The tool aims to minimize or offset the potentially adverse environmental and social impacts of UNDP development work. The screening checklist includes specific questions related to the project's gender equality impact and engagement with women.

Accountability and oversight

41. UNDP gender equality results to date have been supported by its accountability framework, which includes regular reporting to the Executive Board and management oversight mechanisms, such as the Gender Steering and Implementation Committee (GSIC), and tools, such as the gender marker. These are discussed further below.

Gender Steering and Implementation Committee

42. The GSIC, chaired by the Administrator or Associate Administrator, will continue to be the organization's principal gender equality oversight mechanism. GSIC, which has been expanded to the regional level, monitors the implementation of the gender equality strategy, by calling on bureau directors and chiefs of professional competency clusters[5] to report on progress in mainstreaming gender and women's empowerment. GSIC also serves as a peer review group, ensuring that bureau directors systematically integrate gender equality in each area of work. GSIC reviews the gender marker findings, as well as progress on gender parity within the organization. The Chair of GSIC reports its recommendations to the Executive Group for policy decisions and annually presents key GSIC recommendations to the Executive Board.

Gender marker

43. In 2009, UNDP launched the gender marker, which requires managers to rate projects against a four-point scale indicating its contribution toward the achievement of gender equality. The gender marker enables UNDP to track and monitor how gender-responsive each financial allocation and expenditure is. It also enables managers to analyse trends by region, outcome and focus area. UNDP will refine the gender marker to improve its utilization in planning and performance monitoring processes. This will include linking the gender marker to key decision-making exercises, such as annual reporting at all levels, and utilizing its results in annual strategic planning and reporting.

Gender equality seal

44. To increase capacity and accountability for gender mainstreaming, UNDP introduced a gender equality seal in 2012-2013. The gender equality seal is a corporate certification process that recognizes good performance of UNDP offices/units to deliver gender equality results. The seal provides a framework to guide senior managers in meeting specific performance standards. The seal will be rolled out across the organization to incentivize all business units and country offices to achieve gender equality results.

Gender architecture

45. As detailed in the strategic plan, 2014-2017, the organization of UNDP policy services is shifting from one based on a relatively rigid practice-based architecture to one focused on more flexible multidisciplinary, issues-based development solutions teams. The effectiveness of gender mainstreaming will depend on the ability of UNDP to create

[5] Title used in the UNDP global programme, 2014-2017 (DP/GP/3).

multidisciplinary task teams that include expertise in responding to the challenges of gender equality.

46. The Gender Team will continue to be the anchor of the UNDP gender architecture and will be housed within the Bureau for Policy and Programme Support. It will consist of a core team of no less than fifteen (15) gender policy advisors (or fixed-term equivalent capacity) posted at headquarters, global policy centres and regional service centres, who will position the organization at the global level, develop policies and provide technical assistance to country offices. The five regional bureaux will each invest, through their regional programmes, in at least one regional gender advisor to support their work.

47. In view of the UNDP focus on building country capacity, emphasis will be placed on the recruitment of gender advisers in country offices.

48. All country offices will present a plan to ensure they have the necessary gender expertise for their specific programme and country context, noting that offices with a portfolio over $25 million (at current funding levels, 40 country offices) would be expected to have a dedicated gender advisor in their office or equivalent dedicated capacity. Country offices will be encouraged to explore with partner agencies, in particular UN-Women, opportunities to leverage their expertise.

49. In order to deliver on outcome 4 of the strategic plan, 2014-2017, and on mainstreaming gender into their country programmes, country offices without a dedicated gender adviser or equivalent dedicated capacity[6] will be assisted by headquarters in programme design and quality assurance, as well as by gender teams in regional service centres and through peer learning and country-to-country collaboration methodologies.

50. All business units will be encouraged to bring on gender expertise. Where resources do not permit, a range of flexible options should be considered, including pooling capacities with other United Nations organizations and outsourcing expertise, especially for development of UNDAFs, country and regional programme documents or the planning of large projects and evaluations. Long-term consultants with gender equality expertise in the work areas of the UNDP strategic plan, 2014-2017, will be retained through a central roster. Likewise, for all non-gender-specific programmes and projects, UNDP will encourage offices to invest in expertise to ensure gender is mainstreamed in line with the strategic plan. It is estimated that these combined investments will result in the equivalent of at least 10 gender advisers. Together, these result in a total of 70 senior gender advisers throughout the organization (see table 1).

In country offices with greater than $25 million annual budget	40[7]
In country offices with less than $25 million annual budget	10
In regional programmes	5
At headquarters, global policy centres or regional centres	15[8]
Total	70

[6] For example, a country office could have two advisors who each spend half their time on gender rather than one professional with a gender advisor terms of reference.
[7] Or equivalent dedicated capacity.
[8] Or fixed-term equivalent capacity.

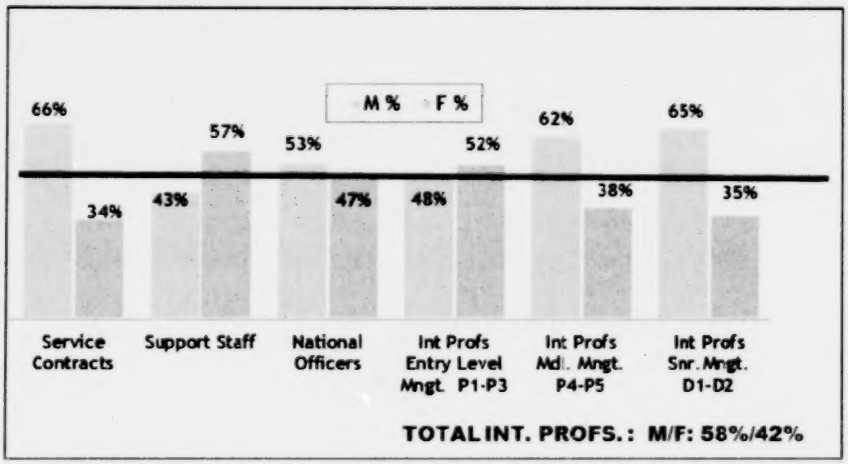
51. Consistent with UN-SWAP, each regional bureau, central bureau, global policy centre, major department and professional cluster is expected to have a gender focal point appointed at the P4 level or higher. All bureaux, regional centres and country offices are also expected to have a multi-disciplinary gender focal team headed by a senior manager. Focal teams should include programme, operations and human resource staff and should be centrally located within a business unit under the director or deputy director of the unit. All gender focal teams will have written terms of reference and at least 20 per cent of their time allocated to functions that should be tracked in the annual performance management and development system (UN-SWAP). Similarly, an annual action plan will guide, track and communicate the work of the gender focal team.

Gender parity within UNDP

52. Recognizing that no organization can reach its full potential where women are left behind or left out, UNDP announced a new gender parity strategy, 2013-2017.

53. Overall, 50 per cent of UNDP staff are women. However, while women are well represented within in entry-level positions, there are gender gaps at the middle and senior levels. At the P4 level, for example, women account for 39 per cent of staff and at the P5 level, they account for 37 per cent of staff. At D1 and D2 levels, women account for 35 per cent of staff (see table 2). At the resident coordinator/resident representative level, women account for 39 per cent of positions (see table 2)

Table 2. UNDP workforce by management level (first quarter 2013)



54. The UNDP gender parity strategy proposes several actions to attract, retain and promote female staff. They include: flexibility with 'time-in-post' policies to provide women opportunities to apply for P4/P5 positions after only two years in a duty station; special hiring measures for bureaux that fall below 45 per cent of women, including opening candidate pools only to women; a requirement that all bureaux address gender parity through retirement options for men and report on this issue as they work on the realignment of their capability during fiscal constraints; a requirement that all managers cultivate an inclusive work culture. The gender parity strategy is found in annex 6.

Capacities for gender mainstreaming

55. All staff should have basic understanding of and adequate technical capacity in gender mainstreaming. To ensure this, UNDP has developed and updated the Gender Journey Course: Thinking out of the Box, required for all staff by UN-SWAP.

56. UNDP has enhanced its staff training on the gender equality aspects of the substantive areas of the organization's work, shifting from generic gender analysis training for general staff to targeted training in specialized technical areas, such as gender and climate change. UNDP will continue to provide training and to allocate sufficient funding so that concrete results are achieved. It is recommended that at least 10 per cent of the learning budgets of global, regional and country offices be earmarked for gender-related learning activities.

57. Recruitment procedures must ensure that staff and consultants have gender core and functional competencies. All new personnel and consultants should possess the basic understanding, skills, experience and commitment required to work in a gender-sensitive manner. Lack of these attributes will be regarded as reason to reject a candidate for any UNDP staff or consultancy assignment.

58. In order to ensure gender-responsive staff performance management, UN-SWAP calls for the inclusion of results related to gender equality in staff work plans and appraisals. UNDP will implement this requirement by ensuring that performance reviews of all staff include an assessment of their contributions to achieving gender equality results.

Knowledge management and communications

59. The UNDP knowledge management function provides an opportunity to extract lessons learned and knowledge on what works or not and thereby helps to support countries with different typologies, in different regions and at different levels of development. UNDP will continue its commitment to maintain and invest in its global community of practice on gender equality and will increase the number of its external partner participants. UNDP will strengthen its collaboration with specialized global knowledge networks, in particular with International Knowledge Network of Women in Politics (iKNOW Politics) and the UN-Women Knowledge Gateway for Women's Economic Empowerment. UNDP will also use traditional media and social media tools to advocate for gender equality and promote results achieved.

60. UNDP will maintain its investment in regional knowledge management platforms and promote internal communities of practice to share its knowledge across regions and countries. Virtual debates, learning exchanges and the dissemination of knowledge products will be provided based on country office demand. UNDP will support successful knowledge platforms and networks in Latin America, Europe and the Commonwealth of Independent States, and Asia and the Pacific, and will invest in strengthening peer support mechanisms and communities of practice for Africa and the Arab States.

Financial resources

61. In line with UN-SWAP, a financial benchmark for resource allocation for gender equality and women's empowerment will be established at 15 per cent of the organization's resources for the strategic planning period 2014-2017. Furthermore, at least 15 per cent of UNDP funding in peacebuilding contexts will be allocated to address women's specific needs, advance gender equality and/or empower women and girls as their principle objective. All global, regional and country programmes will set aside resources for ensuring that gender equality results are met. In addition, UNDP has allocated $10.2 million for the strategic planning period 2014-2017 from the development effectiveness budget for gender mainstreaming across the organization.

62. For the first time, UNDP provides the Executive Board, through this strategy, with projections on the link between estimated resources and proposed gender outcomes. UNDP projects to deliver regular resources[9] worth $62 million and other resources[10] worth

[9] Regular (core) resources from the institutional budget and other Board-appropriated budget lines.

$520 million over the duration of the strategic plan, 2014-2017. These figures, by necessity, are projections rather than firm budgeting figures, since the final allocation of resources to outcomes is determined through the decisions of each programme country based on its priorities and the type and amount of funding available.

63. UNDP will launch the Flexible Trust Fund for Gender Equality and the Empowerment of Women in an effort to mobilize other (non-core), voluntary contributions to support the UNDP programmatic work on gender equality in line with its strategic plan. Preference will be given to funding United Nations joint programmes on gender equality and women's empowerment, as per contribution agreements with Flexible Trust Fund donors.

V. Coordination and partnerships

UNDP coordination role within the United Nations system

64. As UNDG chair and manager of the resident coordinator system, UNDP ensures that gender equality considerations are integrated in the coordination of all development assistance activities of the United Nations system. This includes supporting gender thematic groups at the country level (led by UNDP, UN-Women or another United Nations organization with a strong gender equality mandate and capacity on the ground, such as UNFPA, United Nations Children's Fund and others) to advance gender equality and women's empowerment in the context of national priorities. In addition, the resident coordinator promotes the use of system-wide tools, such as the United Nations country team gender scorecard.

65. Where there is a common country assessment/UNDAF process, the resident coordinator will encourage all participating United Nations organizations to substantially increase investment in and focus on outcomes and outputs relating to gender equality and the empowerment of women as per the 2012 quadrennial review resolution.

66. At the global level, UNDP will continue to contribute to the Inter-Agency Network on Women and Gender Equality, coordinated by UN-Women, and the Gender Equality Task Force of UNDG. At the regional level, UNDP participates alongside UN-Women and other organizations in UNDG gender thematic groups. UNDP will continue to work with United Nations organizations that have a mandate on education and gender equality, including on development planning and data collection for the MDG framework, the MDG acceleration framework and the post-2015 agenda.

67. UNDP globally co-leads three out of seven priority areas identified in the 2010 report of the Secretary-General entitled, "Women's participation in peacebuilding" (A/65/354-S/2010/466): inclusive governance, economic recovery and rule of law/access to justice. UNDP is also the global cluster lead organization for early recovery within the Inter-Agency Standing Committee, in which it promotes gender equality and women's empowerment in United Nations early recovery processes.

68. With UN-Women and UNFPA, UNDP leads efforts to meet the HIV needs of women and girls and to address sexual and gender-based violence, as part of the UNAIDS division of labour among United Nations organizations.

69. UNDP was actively involved in the development of the United Nations 2013 System-wide Action Plan on Youth, ensuring the inclusion of specific measures and indicators on young women's participation in decision making and politics. It also leads on various themes, including the political inclusion-related commitment of the action plan.

[10] Other (non-core) resources.

Coordination and partnership between UNDP and UN-Women

70. UNDP envisions an effective collaboration with UN-Women by: (a) scaling up gender equality programming and jointly providing gender equality services; (b) complementing each other in strengthening different national stakeholders; (c) sharing UNDP cooperation infrastructure with UN-Women; (d) drawing in joint work on UN-Women's expertise in policy formulation, monitoring and evaluation; and (e) where UN-Women operates as a non-resident agency, supporting UN-Women through its universal presence, with UN-Women often providing guidance and project design and UNDP leading on implementation.

71. While UNDP and UN-Women address similar development challenges, such as women's political participation, they do so through different entry points. For example, while UNDP, as the main provider of United Nations electoral cycle support, works with electoral authorities to ensure that elections are administered in ways that take into account the different needs of women and men, UN-Women works closely with women's organizations and women candidates to ensure their participation in electoral processes.

72. UNDP and UN-Women have collaborated on many joint initiatives at the country, regional and global levels. These include, but are not limited to:

(a) Enhancing women's political participation especially by collaborating in the areas of electoral cycle support, advocating for increased women's access to decision making; and partnering on the online iKNOW Politics;

(b) Supporting the UNITE to End Violence Against Women campaign of the Secretary-General and the implementation of joint programming in this area;

(c) Ensuring gender equality and women's empowerment are addressed in the post-2015 development framework;

(d) Leading, with UNFPA, the UNAIDS division of labour area on meeting the HIV needs of women and girls and addressing sexual and gender-based violence;

(e) Strengthening national efforts to comply with international legal norms and women's access to justice, including through implementation of the United Nations Global Women's Access to Justice Programme with the Office for the High Commissioner of Human Rights (OHCHR);

(f) Supporting the economic empowerment of women and partnering in the open global Knowledge Gateway for Women's Economic Empowerment;

(g) Implementing Security Council resolution 1325 on Women, Peace and Security and the United Nations peacebuilding mandate; and,

(h) Collaborating on key areas in crisis contexts, notably on strengthening the rule of law and participating in UN-Action Against Sexual Violence in Conflict, a United Nations network to prevent and respond to sexual and gender-based violence in conflict contexts.

Coordination and partnership with other United Nations entities

73. UNDP will work closely with other organizations and arms of the United Nations on advocacy, policy work and programme implementation advancing gender equality. These include, but are not limited to UNFPA, UNICEF, OHCHR, the International Labour Organisation, the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the World Bank, the regional economic commissions, the United Nations Department for Economic and Social Affairs, the Department for Peacekeeping Operations and the Department for Political Affairs, as well

as the United Nations Office for South-South Cooperation and vertical funds such as Global Environment Facility and the Global Fund to Fight AIDS, Tuberculosis and Malaria. A number of other key regional and international actors, such as parliamentary forums, human rights organizations and economic cooperation bodies, also play a critical role in the implementation of global and regional commitments on gender equality. UNDP will exercise its convening power and expertise to engage with these actors to advance gender equality in inter-governmental initiatives, regional conferences and programmatic work. A table providing a snapshot of some areas of collaboration foreseen over the strategic plan period 2014-2017 is in annex 3.

Partnering with civil society

74. The 2012 quadrennial review encourages the resident coordinator system to strengthen coordination with all development stakeholders, including civil society, at the country level. The gender equality strategy, 2014-2017, recognizes civil society partnerships as essential to implementing the organization's commitments to gender equality.

75. UNDP will support and partner with civil society in the implementation of the strategy at global, regional and national levels. UNDP will be an active advocate for making space for civil society organizations (CSOs) at policy-making and decision-making tables, with a particular focus on engaging influential, experienced women's organizations and networks that represent grassroots and excluded groups. UNDP will engage CSOs in its own policy and programme development, as well as in the formulation of United Nations system-wide priorities, such as country-level UNDAF exercises.

76. UNDP will work with other United Nations partners, particularly UN-Women, to increase capacity development opportunities for women's groups and CSOs engaged in women's empowerment efforts, including them, for example, in country-based training activities around policy or service-delivery issues and supporting national and local organizations to attend regional or global gatherings.

77. UNDP, as part of inter-agency gender theme groups and other United Nations inter-agency initiatives, will support civil society efforts to deepen accountability for implementation of gender equality commitments, supporting their engagement, for example, in tracking performance on the MDGs, CEDAW and agreements emerging from the post-2015 agenda discussions.

Other important partners

78. Partnerships with three sectors of society have particular relevance to advancing gender equality and women's empowerment: academia, the media and the private sector. UNDP will continue to engage academic institutions to advance theory, analysis and evaluation on gender equality. UNDP will support academic institutions in the global south to strengthen their institutional structures that support gender equality, from women's studies centres to training institutes and think-tanks.

79. As the media is critical in shaping attitudes and changing practices that perpetuate gender discrimination, UNDP will continue to partner with mainstream, social and alternative media organizations, including as a vehicle to engage younger men and women in advancing gender equality.

80. UNDP will also work with the private sector, which is increasingly important to efforts to link gender equality with inclusive growth and sustainable development. The private sector has been a major player in extending services to economically empower women, such as through extension of credit services. UNDP will continue working with the private sector to further gender equality through the inclusion of financial services to underserved markets and the expansion of access to markets for small enterprises.

VI. Reporting on and evaluating the gender equality strategy

81. This gender equality strategy, 2014-2017, is aligned with the UNDP strategic plan, 2014-2017. As such, progress toward achieving the development results of the gender equality strategy will be measured against the relevant outcomes, outputs and indicators of the UNDP strategic plan, which are highlighted in annex 7 and will be reported accordingly. The institutional results outlined in section 4 of the gender equality strategy will be measured in accordance with the institutional effectiveness monitoring matrix provided in annex 8.

82. In addition, all bureaux are required to prepare annual reports for the Gender Steering and Implementation Committee, presenting progress towards the achievement of the strategy's development results, changes in gender parity, and gender marker data. These reports, along with the institutional effectiveness monitoring matrix, will inform the report on implementation of this strategy, which will be presented annually to the Executive Board at its first regular session. The report to the Executive Board will include a section on progress in implementing the strategy's development results, including concrete examples and transformative stories. A second section will present results in accordance with the institutional effectiveness monitoring matrix.

83. UNDP will conduct an independent evaluation of the implementation of the gender equality strategy, 2014-2017, upon its completion.